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A structural equation model: Family-friendly organizational policies, norms, supervisory support, work/family conflict and organizational attachment

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A STRUCTURAL EQUATION MODEL: FAMILY-FRIENDLY ORGANIZATIONAL POLICIES, NORMS, SUPERVISORY SUPPORT, WORK/FAMILY CONFLICT AND ORGANIZATIONAL ATTACHMENT

A Thesis

Presented to the

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by

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ABSTRACT

The purpose of this paper is to present a study that examines the underlying structure of work/family conflict. Research has shown that reducing work/family conflict is beneficial to both employees and organizations by reducing turnover and increasing satisfaction, production and commitment to the organization. Organizational policies are often created to reduce work/family conflict and while research supports that these policies can be beneficial, they work best in conjunction with a family-friendly organizational culture and supervisors who are supportive of work/family issues. The purpose of the present study is to examine the relationships between work/family organizational culture, family-friendly policies, supervisory support, work/family conflict and organizational attachment. The model hypothesizes that family-friendly polices and supervisory support will partially mediate between work/family culture to work/family conflict and organizational attachment. 325 people participated in the present study. The analysis was done with structural equation modeling in order to test the underlying relationships of all constructs in the model. Moderate support was found for the hypothesized model and most relationships were in line with the

hypotheses. After making modifications to the model, a better fit was found using Chi-square goodness-of-fit text as well as the comparative fit index and the root mean square error of approximation.

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DEDICATION

For all my classmates:

Lisa Grech, Kevin Hy, Kendall Kerekes,

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Veronica Rodriguez and Larry Schofield.

Without all of you, I wouldn't have made it through.

I feel so lucky to have known you.

I love all of you.

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Tracey and Carl Lacey, and Catherine Harris.

Thanks for your support and for believing in me when I

didn't believe in myself.

TABLE OF CONTENTS

LIST OF TABLES

LIST OF FIGURES

CHAPTER ONE

INTRODUCTION

Introduction

In the past few decades, jobs have become more demanding and there have been significant shifts in family structure. Jobs have become more demanding in ways such as more hours are needed to complete job duties, and with more organizations downsizing or reducing expenses, employees often are fulfilling multiple positions. Trends in family structure include single parenting, dual-income households, and so on (Rothausen, 1999). Specifically, 1991 census data revealed that 68% of families were dual-income and 12.8% were single-parent households (Duxbury & Higgins, 1994) and these numbers are continuing to increase. These trends in work and family structure can lead to tensions between the responsibilities of both areas.

Because of the changing roles and responsibilities for both family and work spheres mentioned above, keeping a balance between work and family has become increasingly important, not only for employees, but also for organizations. As most workers struggle with the demands of balancing paid work and home responsibilities, the

potential for conflict and stress increases (Thomas & Ganster, 1995). The integration of family-friendly policies with a supportive organizational culture is a critical component for employees balancing work and family roles. Because of the increasing complexity and diversity of both family and work responsibilities, it is meaningful to further understand the work/family interface. For that reason, this paper will look more closely at and present a study to examine how work/family conflict is affected by family-friendly policies, work/family organizational culture and supervisory support.

Work/Family Conflict

One definition of work/family conflict is the extent to which participating in one role (i.e., work or personal life) interferes with one's ability to meet the responsibilities of the other role. More specifically, work/family conflict is a form of, "...inter-role conflict in which the demands of work and family roles are incompatible in some respect, such that participation in either role is perceived as more difficult because of participation in the other role" (Greenhaus & Buetell, 1985 as cited in Hammer & Johnson, 2001, p. 1). Work/family conflict often occurs when an individual has

to perform multiple roles, such as worker, spouse, or parent. Each of these roles imposes demands requiring time, energy and commitment to perform the role adequately (Duxbery & Higgins, 1994). In discussing scenarios in which work/family conflict might be high, Glass and Riley (1998) said,

> ...frequent overtime, excessive work, afternoon shifts, physically or mentally demanding work, inflexible work hours and the inability to leave work for emergencies were most often associated with high levels of self-reported work/family conflict. Glass and Camarigg (1992) found the combination of difficult and inflexible work hours were the strongest indicators of work/family conflict. (p. 1405)

There are many negative consequences of work/family conflict for both employees and organizations. Research has shown that employee reactions to high levels of work/family conflict can include depression, poor physical health, high levels of stress (Carlson, Kacmar, & Williams, 2000), and low job satisfaction (Scandura & Lankau, 1997). For the organization, high work/family conflict among employees can lead to increased absenteeism

(Goff & Mount, 1991), decreased work performance (Frone, Yardley & Markel, 1997), low employee morale (Galinsky & Stein, 1990), and weak organizational attachment (Scandura & Lankau, 1997). Given these negative consequences, it is clear that work/family issues are of importance for both the employee and the employer, and efforts to reduce work/family conflict are in the best interest of both parties.

The importance of work/family issues to employees is demonstrated in a study by Galinsky, Bond and Freidman (1993) on the changing workforce. They reported that 60% of employees consider the effect on personal/family life and 46% consider family-supportive policies as very important in deciding to take a job. Of 16 factors accounting for why employees stay with a company, including salary and job-specific issues, employees rated work-balance issues sixth. These statistics show that work/family conflict and the issues surrounding it are important to employees.

In a study looking at work/family conflict and turnover intentions, Toney, Ellis, and Graczyk (2001) found that work/family conflict was positively related to intentions to leave an organization. Frone et al. (1997) found work/family conflict to be negatively related to

performance in both work and family roles and positively related to both work and family distress. These results indicate how work/family conflict relate to both personal and organizational outcomes and how important work/family conflict can be in increasing organizational commitment, improving performance and decreasing stress.

It is important to note that the present study considers work/family conflict as bi-directional in nature. Netemeyer, Boles and McMurrian (1996) define work-to-family conflict as a form of interrole conflict in which the demands of, time devoted to, and strain created by the job hinder the performance of family-related responsibilities and family-to-work conflict as a form of interrole conflict in which the demands of, time devoted to, and strain created by the family hinder the performance of work-related responsibilities. The bi-directional nature of work/family conflict is important to keep in mind because people may experience work-to-family conflict differently than family-to-work conflict. For example, Frone, Russell, and Cooper (1992) reported that the experience of work-to-family conflict was three times more frequent than the experience of family-to-work conflict. Greenhaus and Beutell (1985) stated that failing to examine both forms of work/family

conflict might limit our understanding of the work/family interface to the degree that each is associated with different antecedents and outcomes. Experiences of work-to-family conflict can be occurrences of experiencing no personal time, no family time, household work left undone and no energy due to work. Family-to-work conflict is often experienced as family/personal responsibilities associated with refusal of overtime hours or travel, lowered productivity, and problems with supervisors (Galinsky, Bond & Friedman, 1993). There may also be different outcomes associated with each direction of work/family conflict. Consequently, the present study will examine each form of work/family conflict.

Because of the complexity of how both work and family are structured, employees are experiencing higher levels of work/family conflict. With the known consequences of high work/family conflict for both employees and organizations, it is beneficial for work/family conflict to be reduced. The question becomes, then, what can organizations to do to reduce employees' work/family conflict and what are the organizational outcomes that coincide with the reduction of employees' work/family conflict? One answer has been to provide employees with

policies that will allow them to better manage both work and family responsibilities.

Work/Family Policies

Many organizations have become aware of how work/family conflict affects organizational outcomes and have tried to adjust accordingly (Galinsky & Stein, 1990; Glass & Riley, 1998; Hall, 1990; Johnson, 1995; Solomon, 1994a). Galinsky and Stein (1990), and Johnson (1995) conclude that organizations are finding that employees are in need of ways to balance their work and family responsibilities. Because of the negative consequences, organizations are attempting to find ways to reduce work/family. Organizations are seeing that work/family policies are decreasing work/family conflict and in turn are positively affecting the organization by decreasing absenteeism and turnover, while increasing productivity (Galinsky, Bond, & Friedman, 1993; Conrad, 1995).

Work/family policies are services that enable employees to better handle the interface between work and family (Thompson, Beauvais, & Lyness, 1999). The most common policies include job-protected leave for childbirth, flexible work arrangements, job sharing, childcare referrals and workshops, on-site childcare,

financial assistance for dependent care. Other common policies consist of family and medical leave beyond that required by law, elder-care assistance, part-time work, compressed work week, and telecommuting (American Institute of Certified Public Accountants, 1995; Flynn, 1995; Galinsky & Stein, 1990; Jahn, Thompson & Kopelman, 2001; Rothausen & Gonzalez, 1998; Thompson et al., 1999).

In addition to the policies listed above, there have been several innovative trends in work/family policies. Examples of these include training for supervisors to be more accommodating with family needs and on work/family issues in general (Galinsky & Stein, 1990; Johnson, 1995), handbooks for employees and managers on family-supportive policies (Johnson, 1995), statements acknowledging the importance of family and personal life [such as a corporate mission statement and credo] (Galinsky & Stein, 1990; Johnson, 1995), and adoption benefits (Flynn, 1995). Other examples of advanced policies include work/family support groups for employed parents, seminars for employees on various aspects of balancing job and family responsibilities, such as elder care or fathering, employee assistance programs that include work and family counseling, comprehensive programs devoted to health promotion, stress reduction and wellness, and sponsored

caregiver fairs (Galinsky & Stein, 1990; Solomon, 1992). These examples demonstrate that organizations have become aware of the importance of work/family issues and have tried to implement both traditional and innovative policies to better help employees balance their work/family responsibilities.

Research has shown that organizations that offer work/family policies, such as those listed above, may find their employees reporting higher levels of organizational attachment and commitment (Scandura & Lankau, 1997; Thompson et al., 1999), job satisfaction (Scandura & Lankau, 1997), more continuous employment with the organization (Glass & Riley, 1998), and more positive attitudes and health outcomes (Thomas & Ganster, 1995). Research examining the impact of family-friendly policies on organizational attachment found that, whether or not they utilize the policies, employees are more attached to organizations that offer parental leave with full re-employment rights, flexible hours, information about child care services in the community and assistance with the costs of childcare than organizations that do not offer these policies (Grover & Crocker, 1995). An explanation the authors stated for this finding was that the overall quality of work life was higher for companies

that offer family-responsive benefits than companies that do not (Grover & Crocker, 1995). These findings indicate that the implementation of work/family policies can be successful in reducing the negative outcomes that are often associated with high levels of work/family conflict.

Other research has found that employees who thought of their jobs as having flexible work hours reported higher levels of job satisfaction and organizational commitment than those who did not think of their jobs as having flexible work hours (Scandura & Lankau 1997). In comparing the effects of an on-site childcare center on attitudes, absenteeism and performance Kossek and Nichol (1992) found that, while using on-site childcare center was unrelated to performance, it was positively related to organizational membership behaviors such as recruitment and retention. In addition, employees who used the center were more likely to have positive attitudes toward managing their work and family responsibilities (Kossek & Nichol, 1992). In researching the effects of work conditions and workplace policies on employer continuity following childbirth, Glass and Riley, (1998) found that working conditions such as work hours, job stability, and the presence of family-supportive policies and practices significantly reduced turnover after childbirth. It has

also been found that employees in organizations that provided more work/family benefits reported greater organizational attachment and less work/family conflict than employees in organizations with fewer work/family benefits (Thompson et al., 1999). These studies provide multiple examples that implementing family-friendly benefits can be advantageous for organizations because such policies may increase outcomes such as attachment, commitment, and satisfaction, while decreasing negative outcomes such as work/family conflict and turnover.

The availability of work/family policies, however, doesn't always help reduce work/family conflict or bring about other positive outcomes such as greater organizational attachment, higher levels of satisfaction or lower turnover rates. This could be explained, in part, by a lack of policy utilization. For example, Thompson et al. (1999) found that employees who perceived more supportive work/family cultures were more likely to make use of work/family programs than those who perceived less supportive organizational cultures. Another study (Allen (in press) as cited in Behson, 2001) found that, in addition to greater utilization of work/family benefits in organizations perceived as supportive, employees experienced less work/family conflict, greater

organizational commitment, greater job satisfaction and less intention to leave than did employees who perceived the organization as less family-friendly. Thompson et al. (1999) also found that the perception of a family-friendly organizational culture was significantly related to work attitudes (such as higher levels of commitment, lower turnover intention, and less work/family conflict), above and beyond the availability of work/family policies. These results indicate that an organization with family-friendly policies may not always lessen work/family conflict or experience the outcomes coupled with reduced work/family conflict. They also point out that work/family policies may be less effective, even ineffective, if employees perceive their organizations as being unsupportive of work/family issues.

Because research has shown the numerous positive outcomes associated with offering family-friendly policies, the question then becomes why work/family conflict is still a problem for employees and organizations. For an organization that offers family-friendly benefits, but still experiences unusual levels of absenteeism and low employee satisfaction and productivity, the question is, what is it that is causing the programs to be ineffective? Understanding the

interrelationship of multiple factors, such as how supportive both the organization and individual supervisors are of work/family issues, are important in answering these questions (Solomon, 1994a).

A 1993 Work/Family Directions study of 80 top U.S. corporations found that fewer than 2% of employees reported using family-friendly policies (Solomon, 1994b). This indicates that, despite the availability of family-friendly policies, a very small percentage of employees actually took advantage of the policies set up by the organization. There are a number of explanations for the low policy usage. First, studies have shown that most companies are guided by traditional workplace policies that were written and implemented when the pattern of man as breadwinner and woman as housewife was typical (Thomas & Ganster, 1995). This is important to note because it signifies that organizations are failing to meet the needs of the diversifying workforce, consisting of dual-career couples, single parents, and so on (Thomas & Ganster, 1995). As Solomon (1994a) notes, the "prevailing strategy - imposing new programs on old systems - never will be wholly successful. Experts suggest that nothing less than a fearless examination of fundamental corporate values and the societal values they

reflect, is called for" (p. 73). In other words, organizations need to be more aware of the diversification of the workforce and create family-friendly policies that mirror these trends.

Second, benefits and policies are often seen as special assistance for a small group of workers instead of general assistance for all workers. As Galinsky, Bond and Friedman (1993) found in their study on the changing workforce, 87% of employees have some degree of day-to-day family responsibility, indicating that most employees have to balance work and family roles. There also appears to be an unequal distribution of benefits. The higher an employee's pay, the more work/family benefits that are available to that employee. Most work/family solutions are geared toward a fairly sophisticated population in terms of education and ability to pay. Those solutions break down as family income decreases (Solomon, 1994a). Also, organizations often implement one policy considered family friendly (such as a day care center or extended leave) known as a "single policy splash," (Department of Labor, 1996), but these single policies may not have the anticipated impact. This is because it is important for organizations to look at the total picture and create a

variety of policies that meet the diverse needs of their employees.

A third obstacle to the success of family-friendly policies is how the job duties are organized. Oftentimes, participating in family-friendly programs can have negative career consequences, or are perceived to, which prevents employees from utilizing such programs (Department of Labor, 1996; Cordeiro & Wayne, 2001). Specific barriers, according to the Department of Labor (1996) include work that is rewarded only when done in the office, the necessity of working for extended periods of time at the workplace and expecting employees to place work as their top priority. The Department of Labor concludes that some consequences of using flexible work arrangements include job reassignments, poor performance ratings, and lower annual raises. Barriers such as these make it difficult for work/family programs to be effective.

A fourth factor influencing the ineffectiveness of work/family policies is the work/family organizational culture. Research has indicated that the availability of work/family policies without a supportive work/family organizational culture may have a comparatively small effect on job attitudes and experiences (Behson, 2001) and

that perceived organizational support is more strongly related to employee and organizational outcomes. Organizations need to examine work/family cultures in order to identify factors that lead to the perception of support (Department of Labor, 1996). It has been suggested that training and adapting corporate culture makes a big difference in program effectiveness (Solomon, 1994a).

In summary, employees may not participate in family-friendly programs for a number of reasons. Organizations are failing to meet the needs of the increasingly diversified workforce, there is often an unequal distribution of family-friendly benefits, and organizations implement one policy in order to answer all work/family conflict issues. How work is organized and employees' perception of organizational support also affect policy usage. These factors can lead to family-friendly policy ineffectiveness and indicate that work/family organizational culture plays an integral role in the implementation and success of such policies. It is difficult to think of these factors as independent of one another as they are clearly interrelated. The four factors are all represented in part by the term work/family organizational culture. Having an organizational culture that supports the use of family-friendly benefits is

critical in influencing the acceptability of participating in family-friendly programs (Lyness & Judiesch, 2001).

Organizational Work/Family Culture

In organizations that offer family-friendly policies, but do not have a culture that supports the utilization of those policies, the likelihood of negative organizational and employee outcomes such as high turnover intentions and low job satisfaction increases (Behson, 2001; Rosin & Korabik, 1991; Thompson et al., 1999). One definition of organizational work/family culture is "the shared assumptions, beliefs, and values regarding the extent to which an organization supports and values integration of employees' work and family lives" (Thompson et al., 1999, p. 394).

One approach to thinking about organizational work/family culture is to break it into three components: negative career consequences, organizational time demands and supervisory support (Behson, 2001; Thompson et al., 1999). Negative career consequences occur when the organization implies that employees utilizing family-friendly policies communicate to superiors that they are not interested in career advancement or that they are not committed to the organization (Behson, 2001).

Organizational time demands refers to expectations that employees prioritize work above family and are expected to work extremely long hours in order to be viewed favorably by management and to progress in the organization (Behson, 2001; Thompson et al., 1999). The third component, supervisory support, is the extent to which employees perceive management to be sensitive about their family responsibilities.

Organizational work/family culture plays an integral role in the effectiveness of work/family policies. Illustrating this point, Thompson et al. (1999, p. 393) write, "corporate culture may either advance or thwart development and effectiveness of work/family programs. Despite formal policies and programs designed to help employees balance work and family, unsupportive work cultures may undermine the programs' effectiveness." An example of an unsupportive organizational work/family culture is one in which employees who use work/family benefits are seen as less productive, even if in actuality, they are just as productive, or more so, than employees who do not use work/family benefits. Other consequences of using these benefits in an unsupportive organizational work/family culture include job reassignments, lower annual raises, poor performance

ratings and being perceived as being less committed to the organization (Department of Labor, 1996). Consequently, in addition to the clear benefits afforded individual employees, there is evidence to suggest that supporting the utilization of family-friendly polices may also have benefits for the organization.

In comparison to perceived fair interpersonal treatment and trust in management, the perception of organizational support of work/family issues best predicts job satisfaction and organizational commitment (Behson, 2001). In other words, a perception of a supportive work/family organizational culture predicted job satisfaction and commitment better than employees' trust in management or the perception of fair treatment. Jahn et al. (2001) also found support for the hypothesis that perceived organizational family support is positively related to organizational commitment. It's also been found that perceptions of a supportive work/family culture are positively correlated with organizational attachment and negatively correlated with work/family conflict (Thompson et al., 1999).

Although all three dimensions of organizational work/family culture (negative career consequences, organizational time demands, and supervisory support) are

important in how family-friendly policies affect the reduction of work/family conflict, for the purpose of the present study, the third component of organizational work/family culture, supervisory support, will be looked at separately. This is a significant factor that may impact work-family conflict and organizational attachment in ways that are unique from the impact of general work/family culture. Consequently, examining the impact of supervisory support separately from work/family culture may reveal such support to have a meaningful but heretofore unexplored impact. The present study seeks to explore this possibility

Supervisory Support

There is much research indicating that the relationship with a supervisor is one of the most powerful predictors of problems associated with work/family conflict, such as absenteeism, commitment to the organization, stress and experienced work/family conflict (Galinsky & Stein, 1990; Goff & Mount, 1991; Jahn et al., 2001). Supervisory support of work/family issues has been connected to employees' perceptions that they can balance work/family problems (Galinsky & Stein, 1990). An example of a supportive supervisor is one who feels that handling

family issues, especially as they affect job performance, is a legitimate part of their role as supervisor. Supportive supervisors are also knowledgeable about company policies that apply to family issues, are flexible when work/family problems occur, and handle employee's work/family problems fairly and without favoritism (Galinsky & Stein, 1990).

Supervisory support is a component of organizational work/family culture, yet it is sometimes examined separately when looking at effects on work/family conflict (Frone et al., 1997; Jahn et al., 2001; Solomon, 1994a). This separation is because an organization can have an overall family-friendly culture, yet an individual supervisor may be unsupportive of family-related responsibilities, thus discouraging employees to take advantage of organizational policy. The opposite may also be true. An organization may have a culture that does not encourage non-work responsibilities, yet supervisors are supportive and give flexibility for their subordinates. In other words, supervisors may not endorse the work/family organizational culture. Consequently, it is important to consider supervisory support and work/family culture separately.

In discussing the discrepancy between organizational policy and actual use, Solomon (1994a) claims that most work/family policies are subject to the discretion of managers, and for organizations that do not offer formal family-friendly benefits, effective work/family alternatives depend on the support of a manager. An organization may offer numerous family-friendly policies and programs, but if an employee's supervisor does not communicate the information properly or limits the use of such programs, the expected outcomes (such as greater employee work-life balance and increased organizational commitment) will not materialize (Jahn et al., 2001).

Supervisory support has been shown to have important effects on employee outcomes such as work and life satisfaction, absenteeism, work/family conflict, and stress (Parasuraman et al., 1992 as cited in Behson, 2001; Frone et al., 1992; Goff et al., 1991; Kossek & Nichol, 1992). Perceived supervisory support has also been found to be positively related to organizational commitment (Jahn et al., 2001) and to significantly reduce work/family conflict (Goff & Mount, 1991). Galinsky et al. (1993) found that employees who have supervisory support and supportive workplace cultures that were more accommodating of work/family issues feel less burned out

by work, have higher levels of organizational commitment, are more willing to work hard to help their companies succeed, and are more satisfied with their jobs. Implications of this statement indicate that supervisory support, as well as organizational work/family culture as a whole, is an integral part of what makes a company's efforts to implement family-friendly programs successful, not only for employees, but for the organization as well.

Present Study

Considering the importance of family-friendly policies, organizational work/family culture and supervisory support on work/family conflict and other organizational and employee outcomes, the current study seeks to examine the interrelation of these factors and their relative importance in predicting outcomes. Specifically, the purpose of this study is to examine the predictive power of perceptions of work/family policy, organizational work/family culture and supervisory support on employee and organizational outcomes including work/family conflict and organizational attachment. This study is distinguished from previous empirical research by how the constructs are combined. For example, when studying the antecedents and consequences of work/family

conflict, Frone et al. (1997) looked at both directions of work/family conflict as well as supervisory support, but didn't consider the effects of work/family norms or policies on work/family conflict. Other studies often target one or two work/family policies (Fernandez, 1986; Goff & Mount, 1991; Kossek, 1990) and consider supervisory support as part of work/family culture (Thompson et al., 1999). While much of the research has examined these constructs in terms of particular antecedents and consequences, the current study seeks to find the underlying structure among the constructs. Also, most research regards organizational work/family culture and supervisory support as a single construct. The present study examines them independently. The current study not only seeks to determine the extent to which supervisory support and family-friendly policies partially mediate the relationship between organizational work/family culture and work/family conflict and organizational attachment, but also how each differentially predict work/family conflict and organizational attachment. It's important to note that the present study uses the term work/family norms instead of work/family culture because of the normative nature of culture. This usage also allows benefit utilization to fall under the work/family norms

umbrella and best represents the variables of interest in this study.

Perceptions of both organizational and individual factors are examined in the present study. The organizational factors function as independent variables and the individual factors function as dependent variables. The organizational factors for the present study are perceptions of organizational work/family norms, perceptions of the presence of family-friendly policies and the perception of supervisory support. The individual factors are self-reported levels of work/family conflict and organizational attachment. It should be noted that for the purpose of this study, organizational attachment is made up of four variables: turnover intention, affective commitment, continuance commitment and normative commitment (Meyer & Allen, 1997). Affective commitment refers to an employee's emotional attachment to, identification with, and participation in the organization. Employees with a strong affective commitment stay with an organization because they want to. Continuance commitment refers to an awareness of the costs associated with leaving the organization. Employees with high levels of continuance commitment stay with an organization because they need to do so. Finally,

normative commitment refers to a feeling of obligation to continue employment. Employees with a high level of normative commitment stay with an organization because they feel they ought to. Turnover intention is simply an employee's intention to leave their organization.

Hypotheses

A model of the proposed relationships can be found in figure 1. Figure 1 outlines the degree and direction of all constructs in the proposed model.

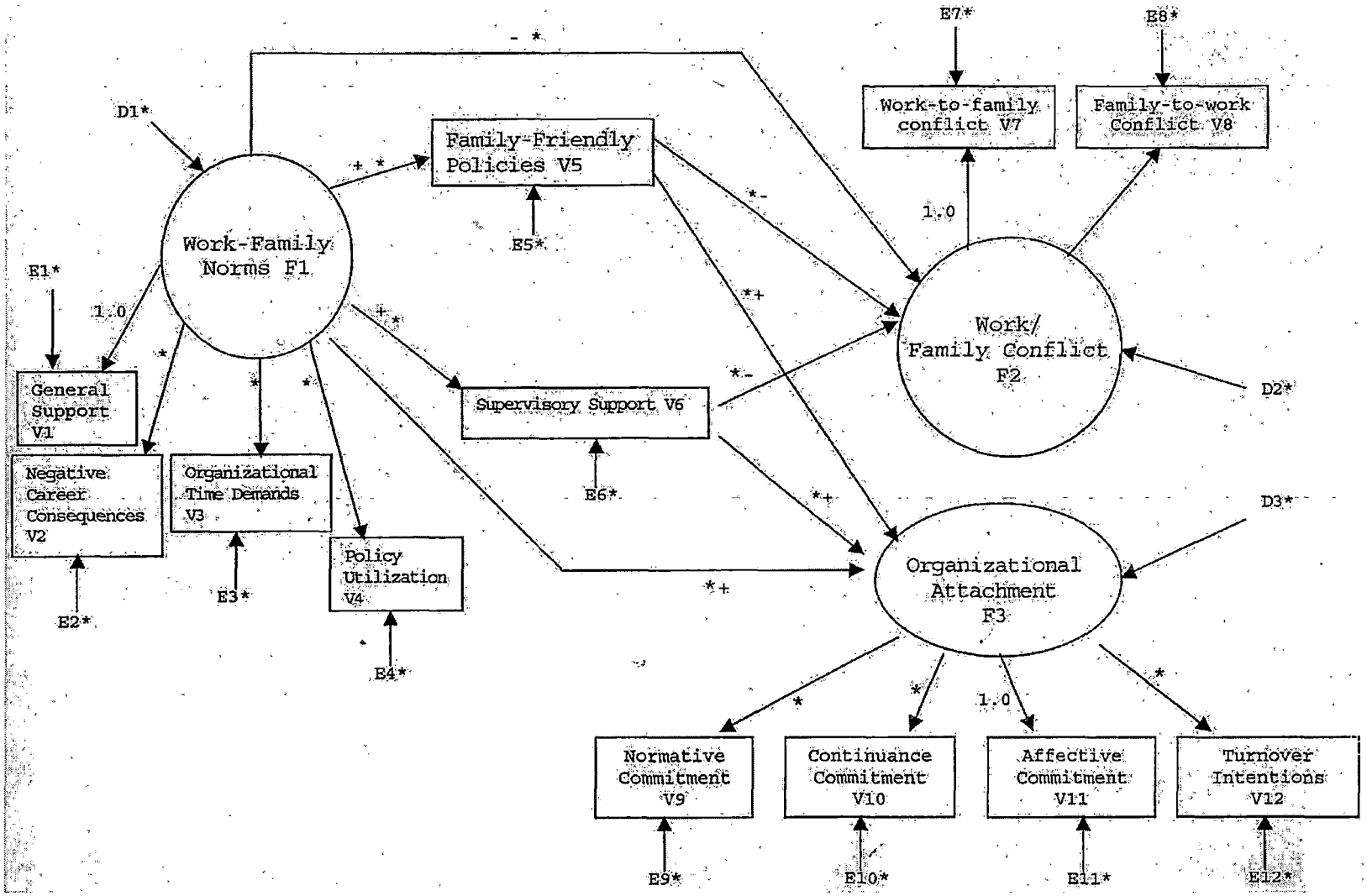
As noted previously, the perception of supportive work/family norms can determine the success of family-friendly polices and the outcomes associated with those policies. An organization that has supportive norms for work/family issues is more likely to implement work/family polices and as such, organizational work/family norms are hypothesized to be positively related to family-friendly policies. Similarly, there is often a link between supportive work/family norms and having supervisors that are supportive of work/family issues. Therefore, it is hypothesized that work/family norms will be positively related to supervisory support. Organizational work/family norms are also expected to have direct relationships to both work/family conflict and organizational attachment. Work/family norms are

hypothesized to be negatively related to work/family conflict and positively related to organizational attachment. In other words, having family-friendly organizational norms is expected to reduce work/family conflict and increase organizational attachment. The presence of family-friendly policies in and of itself often doesn't produce the desired effects of reducing work/family conflict and generating other positive outcomes. Family-friendly policies are most effective in conjunction with organizational work/family norms that support the use of such policies. Accordingly, family-friendly polices are hypothesized to partially mediate the relationship between organizational work/family norms to work/family conflict and organizational attachment. Family-friendly policies, as a partially mediating factor, are expected to be negatively related to work/family conflict and positively related to organizational attachment.

Supervisory support is also anticipated to partially mediate the relationship between work/family norms to work/family conflict and organizational attachment. How supportive supervisors are of work/family issues are often strongly influenced by how supportive the overall organizational work/family norms are for such issues.

Therefore, supervisory support, as a partially mediating factor, is hypothesized to be negatively related to work/family conflict and positively related to organizational attachment.

Figure 1. Structural Equation Model



CHAPTER TWO

METHODS

Participants

Three hundred and twenty-five people participated in the current study. The sample consisted of employees from 17 organizations as well as working students from a Southern California University. Organizations represented a variety of industries including automotive, education, retail, banking, hospitality and public sector organizations. The only restriction placed on respondents was that they had to work twenty or more hours a week for them to be included in the analysis. Participants who were not presently working at least twenty hours per week were removed from all subsequent analyses, and are not represented in study descriptives. Two hundred and thirty two of the participants were women and ninety-two were men and the average number of hours worked per week was 35.36 (SD = 10.77).

Procedures

Organizations were contacted for permission to collect data. Multiple organizations were included in order to create variability in experience and context. Data was collected from organizations throughout Southern

California and the Portland, Oregon area as well as a Southern California University within a three-month time span. Specific arrangements were made with each organization and the university in order to ensure confidentiality and anonymity of the process. Surveys took approximately 30 minutes for participants to complete.

Measures

Work/Family Conflict

A scale developed by Netemeyer et al. (1996) was used to measure work-to-family conflict [defined as "a form of interrole conflict in which the general demands of, time devoted to, and strain created by the job interfere with performing family-related responsibilities" (p. 401)] and family-to-work conflict [defined as "a form of interrole conflict in which the general demands of, time devoted to, and strain created by the family interfere with performing work-related responsibilities" (p. 401)]. Five items each measure work-to-family conflict (e.g. "the demands of my work interferes with my home and family life") and family-to-work conflict (e.g. "Family-related strain interferes with my ability to perform job-related duties"). There is ample evidence of dimensionality (χ^2, df = 34, = 76.24, $p < .01$) and discriminant validity

(R = .48) of the scale (Netemeyer, et. al., 1996). Items were rated on a 7-point response scale [strongly disagree - strongly agree] (Netemeyer et al., 1996).

Family-Friendly Policies

The perception of organizational family-friendly policy was assessed by asking respondents to rate the presence of 19 common family-friendly organizational policies. The response options were "yes," "no," or "don't know" to whether the participant perceives the policy to be in place in their organization (Galinsky et al., 1993; Johnson, 1995). The survey was scored by summing the number of "yes" responses. The composite score for all policies for each individual were used for analysis.

Perceived Organizational Work/Family Norms

Perceived organizational work/family norms were measured using a 15-item subset from the 20-item scale developed by (Thompson et al., 1999) and 2 items written to measure policy utilization. The deleted five items of the Thompson et al. (1999) measured supervisory support and is not considered a part of work/family norms for the present study due to having a more relevant scale available (see below) and to avoid redundancy. The Thompson et al. (1999) scale is meant to "assess respondents' perceptions of the overall extent to which

their organizations facilitate employees' efforts to balance work and family responsibilities" (Thompson et al., 1999, p. 399). An example item is "In this organization it is generally okay to talk about one's family at work." All items were rated on a 7-point response scale (strongly disagree - strongly agree).

Perceived Supervisory Support

Supervisory support was measured using a 6-item subset from the Survey of Perceived Supervisory Support (Kottke & Sharafinski, 1988). While adapting the Supervisory Support scale for the present study, it was determined that the remaining 10 items were not appropriate. The six items included in the study were revised slightly to address supervisory support as it relates to work-family issues. Items were rated on a 7-point response scale ranging from strongly disagree to strongly agree.

Organizational Attachment

Organizational Commitment. Organizational commitment was measured using scales developed by Meyer and Allen (1997). This scale is meant to measure the affective, continuance and normative commitment an employee feels toward their organization. An example item is "I do not feel a strong sense of belonging to my organization."

Items were rated on a 7-point response scale ranging from strongly disagree to strongly agree.

Turnover Intention. Turnover intention was measured with a 3-item subscale of the Michigan Organizational Assessment Questionnaire (Cammann, Fischman, Jenkins, & Klesh, 1979 as cited in Abraham, 1999). The scale consists of the following items: "I will probably look for a new job next year," "How likely is it that you will actively look for a new job in the next year?" and "I often think about quitting." Items were rated on a 7-point response scale ranging from strongly disagree to strongly agree.

Demographic Variables

Demographic variables, which were used for exploratory analysis, were divided into personal demographics and organizational demographics. Personal demographics will include gender, education level, personal and household income, marital status, number of children living at home, number of hours per week spent on childcare and number of hours per week spent on eldercare. Organizational demographics included tenure in the organization, number of hours worked per week and job level.

CHAPTER THREE

ANALYSIS AND RESULTS

Data Screening

Prior to running main analyses, the data were screened for assumptions of normality, univariate and multivariate outliers, and missing data. Twelve cases had a single commitment item missing and data was replaced using the mean of the scale for each individual case. Four cases were missing the benefit utilization items and the variable mean was used to replace the missing data. Four cases were removed due to missing data that could not be replaced, such as demographic information and the perception of policies in their organization.

Data screening located 10 multivariate outliers (Mahalanobis distance: $p < .001$), which were deleted from the data set. After all necessary deletions, 313 cases remained for analysis.

Reliability Estimates

Alpha reliabilities for the work/family organizational culture dimensions were as follows: general support, $\alpha = .65$; organizational time demands, $\alpha = .76$; and negative career consequences, $\alpha = .76$. The fourth measure of organizational norms, benefit utilization, had

an alpha of .78. For family-friendly organizational policies, the alpha reliability was .85. For supervisor support, α = .96. For work/family conflict, work-to-family conflict, α = .95 and family-to-work α = .88. For measures of organizational attachment, alpha reliabilities are as follows: affective commitment, α = .83; continuance commitment, α = .83; normative commitment, α = .86; turnover intention, α = .94. The item "I often think about quitting" was dropped from the turnover intention scale due to the dramatic increase on the alpha after doing so.

Results

Means, standard deviations, reliability estimates, and intercorrelations for all study variables are presented in Table 1.

Table 1. Means, Standard Deviations, Reliability Estimates and Intercorrelations Among Variables

Variable	Mean	SD	Alpha	1	2	3	4	5	6	7	8	9	10	11	12
1. General W/F Org. Support	3.23	1.01	.65	1.00											
2. Org. Time Demands	2.86	1.39	.76	.45**	1.00										
3. Career Consequences	3.18	1.78	.76	.42**	.61**	1.00									
4. Supervisor Support	2.77	1.58	.96	.08	-.01	-.02	1.00								
5. Work-to-family Conflict	4.76	1.63	.95	-.08	-.09	-.01	-.29**	1.00							
6. Family-to-Work Conflict	5.32	1.28	.88	-.05	-.05	-.04	-.20**	.59**	1.00						
7. Affective Commitment	3.80	1.32	.83	.13*	.08	.05	.49**	-.29**	-.23**	1.00					
8. Continuance Commitment	3.73	1.32	.83	.07	.00	.04	-.05	.21**	.19**	.05	1.00				
9. Normative Commitment	4.20	1.42	.86	.06	.04	.01	.39**	-.17**	-.09	.61**	.22**	1.00			
10. Turnover Intention	4.02	2.02	.94	-.09	.01	.03	-.23**	.30**	.27**	-.44**	-.09	-.29**	1.00		
11. Benefit Utilization	2.83	1.25	.78	.12*	.03	-.01	.20**	-.13*	-.04	.27**	.06	.17**	-.10	1.00	
12. Family-Friendly Policies	2.81	1.42	.77	-.20**	-.06	-.07	.01	.01	-.02	-.02	-.07	.02	.12*	.01	1.00

**. $p < .01$
*. $p < .05$

Using EQS, the study examined relationships between work/family norms, a latent variable with four indicators (general support, negative career consequences, organizational time demands, and policy utilization), family-friendly policies, supervisory support, work/family conflict, a latent variable with two indicators (work-to-family conflict and family-to-work conflict), and organizational attachment, a latent variable with four indicators (normative commitment, continuance commitment, affective commitment, and turnover intention). The hypothesized model is presented in Figure 1. Circles represent latent variables and rectangles represent measured variables. Absence of a line connecting variables implies lack of a hypothesized direct effect.

Figure 1 illustrates the hypotheses that work/family norms directly predict work/family conflict and organizational attachment as well as family-friendly policies and supervisory support. Family-friendly policies and supervisory support are predicted to mediate the relationship between work/family norms to work/family conflict and organizational attachment.

Model Estimation

The independence model, which tests the hypothesis that the variables are uncorrelated with one another was easily rejected, χ^2 (66, N = 313) = 861.67, p < .001. The hypothesized model was tested next. Moderate support was found for the hypothesized model in terms of the Satorra-Bentler scaled χ^2 test statistic as well as the comparative fit index (CFI) and root mean square error of approximation (RMSEA), χ^2 (48, N = 313) = 128.94, p < .001, CFI = .89, RMSEA = .07. A chi square difference test indicated a significant improvement in fit between the independence model and the hypothesized model (see Table 2).

Direct Effects

Figure 2 displays all effects found. Work-family norms were moderately predictive, though in the opposite direction, of family-friendly policies (standardized coefficient = -.12) As the perception of supportive work/family norms increase, the perception of family-friendly policies decreased. The predictive ability of work-family norms on supervisory support was minimal (standardized coefficient = .01) indicating that the perception of supervisory support increased negligibly as the perception of supportive work/family norms increased.

Table 2. Comparison of Models

Model	Scaled χ^2	df	CFI	RMSEA	χ^2 Difference Test
Independence Model No correlation among variables.	861.67	66			
Model 1 Hypothesized Model	129.94	48	.89	.07	IM - M1 = 732.73*
Model 2 Path added - organizational attachment (F_3) predicted by work/family conflict (F_2). Path dropped - supervisory support (v_6) predicted from work-family norms (F_1). Path dropped - continuance commitment (v_{10}) predicted by organizational attachment (F_3)	70.39	38	.95	.05	M1 - M2 = 59.55*

*p<.001

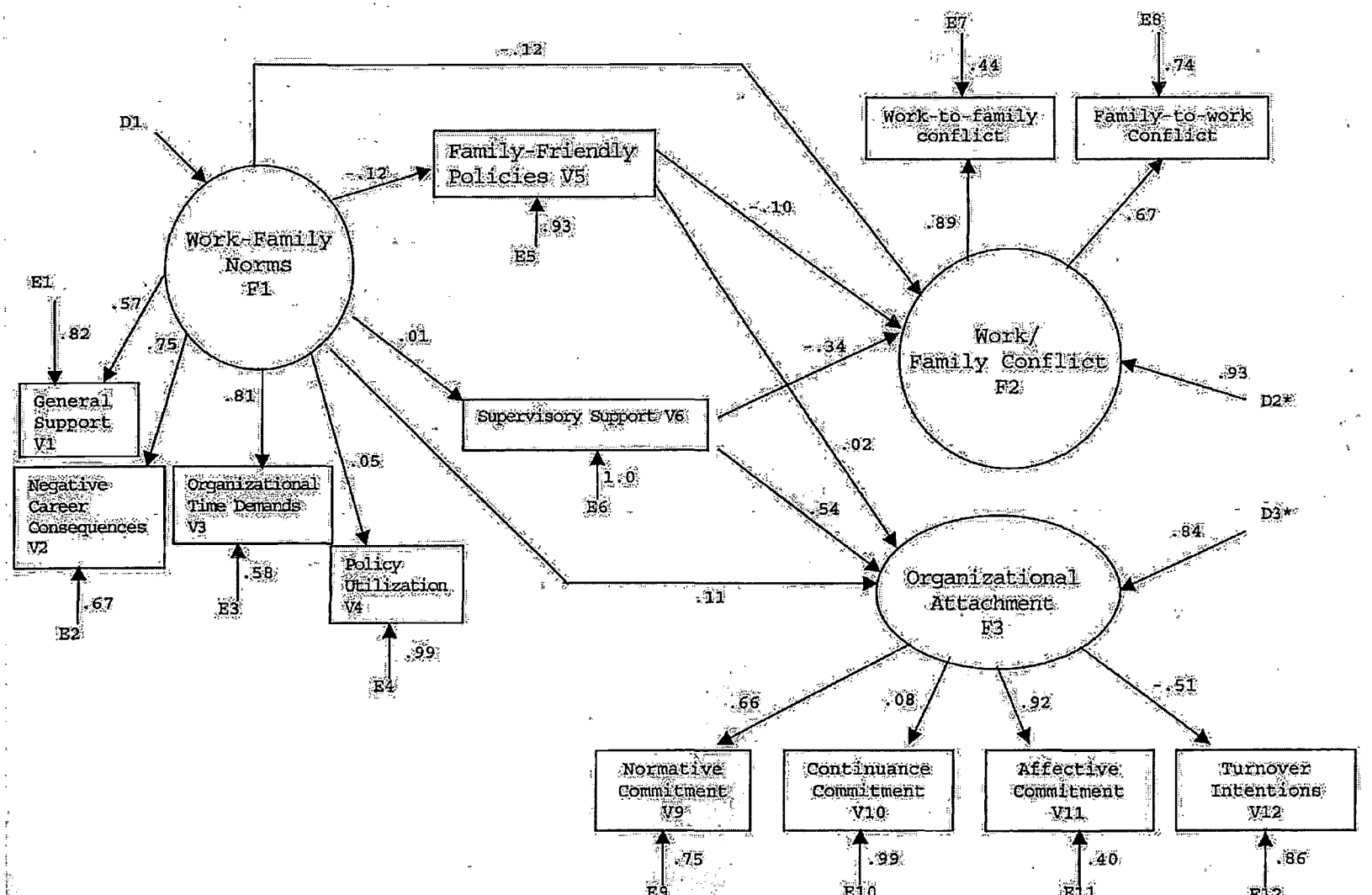
Work-family norms were also moderately predictive of work/family conflict (standardized coefficient = -.11) and organizational attachment (standardized coefficient = .11). As the perception of supportive work/family norms increase, work/family conflict decreases and organizational attachment increases. Family-friendly policies were minimally predictive of work/family conflict (standardized coefficient = -.10) and organizational attachment (standardized coefficient = .02). Supervisory support however showed to be an important factor in predicting work/family conflict (standardized coefficient = -.34) and organizational attachment

(standardized coefficient = .54). As the perception of supervisory support increased, work/family conflict decreased and organizational attachment increased.

Indirect Effects

No significant indirect effects were found. Specifically, the relationship between work/family norms and work/family conflict had no significant mediating effect by family-friendly policies or supervisory support (standardized coefficient for indirect effect = .009, $p > .05$). The relationship between work/family norms and organizational attachment also had no significant mediating effect by family-friendly policies or supervisory support (standardized coefficient for indirect effect = .003, $p > 05$).

Figure 2. Effects of Hypothesized Model

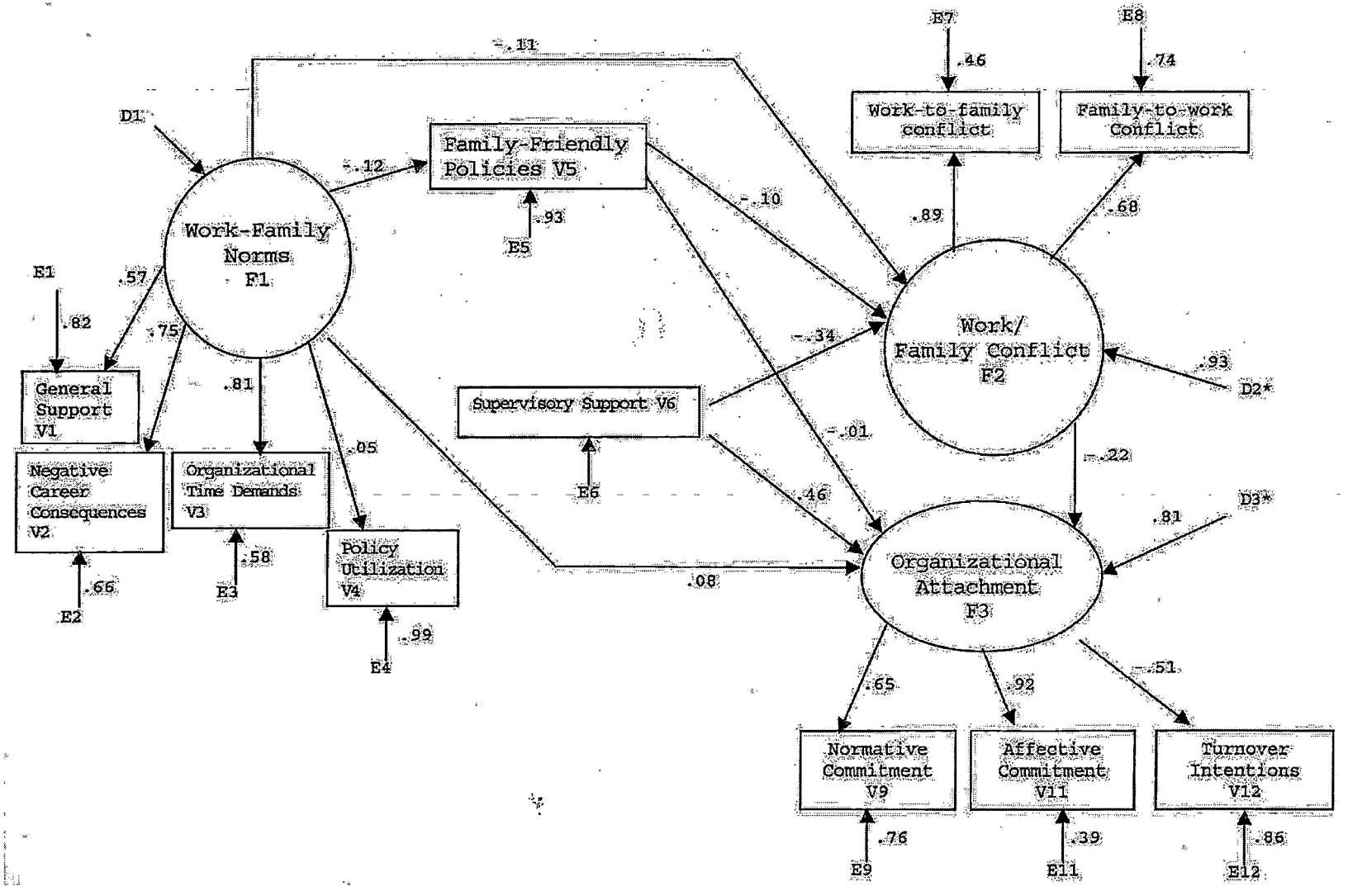


Model Modification

Post hoc model modifications were performed in an attempt to develop a better fitting, more parsimonious model. On the basis of the Lagrange multiplier test, the Wald test and theoretical relevance, one path was added and two deleted. Specifically, the path between work/family conflict and organizational attachment was added. The path between work/family norms and supervisory support was deleted, as was the path between organizational attachment and continuance commitment. Figure 3 presents the modified model.

The final model fit the data well, χ^2 (38, N = 313) = 70.39, p = .0012, CFI = .95, RMSEA = .05. The final model with all standardized coefficients is presented in figure 3.

Figure 3. Effects of Modified Model



CHAPTER FOUR

DISCUSSION

General Discussion

The primary goal of the present study was to develop and test an integrative model of the work/family interface that provides a more detailed explanation than prior research of the complex relations between work/family norms, family-friendly policies, supervisory support, work/family conflict and organizational attachment. As a whole, the results supported the model. This lends support that organizational norms, family-friendly policies, and supervisory support are all important factors to consider when trying to reduce work/family conflict and increase organizational attachment. This finding is consistent with previous literature examining some, but not all of these same relationships (Johnson, 1995; Thompson et al., 1999; Toney et al., 2001). Specifically, previous research has focused its efforts on a few variables examined in the current study, whereas the current study considers all variables together. Having examined the constructs together in a model such as the one presented here further maintains the importance of these factors and their relation to work/family conflict.

The hypotheses that work/family norms would be negatively related to work/family conflict and positively related to organizational attachment were also supported. As the perceived support of the organization for work/family issues increased, work/family conflict decreased and organizational attachment increased. Both the significance of the relationship and the direction were as expected. This finding is consistent with previous literature indicating that providing employees with an organization that is supportive of work/family issues and employees finding a healthy balance between work and family will improve both individual and organizational outcomes (Frone et al, 1997; Goff & Mount, 1991; Scandura & Lankau, 1997; Thompson et al, 1999).

Supervisory support was a strong predictor for both work/family conflict and organizational attachment. The more supportive supervisors were perceived to be, the less work/family conflict employees experienced and the more attached they were to their organizations. There is a fair amount of research that suggests that the relationship with a supervisor is one of the most powerful predictors of work/family conflict and organizational attachment as well as the consequences associated with these factors. The current study is consistent with the literature,

providing further support that these are important factors that may in turn affect other outcomes such as absenteeism, satisfaction, and turnover (Galinsky & Stein, 1990; Goff & Mount, 1991; Jahn et al., 2001). Additional support for looking at supervisory support separate from work/family norms is also provided. The current study lends support to the finding that supervisory support is not only a strong predictor of work/family conflict and organizational attachment, but is a more powerful predictor than the general support of the organization (Frone et al., 1997; Jahn et al., 2001; Solomon, 1994a).

It was also hypothesized that family-friendly policies would be negatively related to work/family conflict and positively related to organizational attachment. Although results revealed a significant relationship between family-friendly policies and work/family conflict, only moderate support was found. The relationship between family-friendly policies and organizational attachment was non-significant. This null result as well as the modest link between family-friendly policies and work/family conflict could be explained by two possible reasons. First, the presence of family-friendly policies simply isn't enough to have a powerful enough effect on work/family conflict and

organizational attachment. There is research that suggests that family-friendly policies alone may not produce the desired effects of reducing work/family conflict and increasing organizational attachment (Thompson et al, 1999; Behson, 2001). Oftentimes this goes hand in hand with policy utilization. In other words, policy utilization is needed in order for the policies to be effective. For the present study, policy utilization was a predictor of work/family norms and was not examined as a part of family-friendly policies. Future research may be better served to examine policy utilization separately or in conjunction with family-friendly policies. Other studies have found that having family-friendly benefits available to employees doesn't necessarily reduce work/family conflict or increase organizational attachment (Toney et al, 2001; Hill, Miller, Weiner & Colihan, 1998 and Conlin, 2000 as cited in Toney et al, 2001) therefore indicating that benefit utilization is important to consider. The second potential reason for finding only modest support for the relationship between family-friendly policies and work/family conflict and no support for the relationship between policies and organizational attachment is that there could be a

potential measurement error with the family-friendly scale, which will be discussed in more detail below.

Support was found for the relationship between the perception of supportive work/family norms and the perception of family-friendly policies, but the direction was not as hypothesized. Contrary to expectation, the more supportive the organization, the fewer family-friendly policies were identified. One explanation for the negative relationship between work/family norms and family-friendly policies is how family-friendly policies were measured, which will be discussed in further detail below. It should be noted, however, that while measurement error is a potential problem, family-friendly policies did predict work/family conflict as hypothesized. Theoretical explanations for this finding are unclear. The finding was unexpected and not clearly understood. An important implication of this finding, however, is that as employees' perception of supportive work/family norms increase, they don't necessarily need the family-friendly policies in place. In other words, more attention is paid to how supportive the organization is about work/family issues rather than what policies are present to address work/family issues.

No support was found for the hypothesis that more supportive work/family norms lead to a higher level of perceived supervisory support. A potential reason for the lack of support for this hypothesis is that supervisory support and work/family norms are too independent of each other. In other words, supervisors being supportive of work/family issues may not be influenced by how supportive the overall organization is. The current study further supports the literature that the independent effects of supervisory support from organizational work/family norms is important to consider (Frone et al., 1997; Jahn et al., 2001; Solomon, 1994a). Solomon (1994a) states that effective solutions to work/family issues are often dependent on a supportive supervisor, not the organization.

No support was found for the hypotheses that family-friendly policies and supervisory support would partially mediate the relationships between work/family norms and work/family conflict and organizational attachment. Again, this was contrary to expectation. Although norms predict policies (Thompson et al., 1999) as well as work/family conflict and organizational attachment (Behson, 2001; Jahn et al., 2001; Thompson et al., 1999), and policies predict work/family conflict and

organizational attachment (Galinsky et al., 1993; Conrad, 1995; Scandura & Lankau, 1997; Thompson et al., 1999) they predict independently of each other. Even though supervisory support was a strong predictor of work/family conflict and organizational attachment, the link between work/family norms and supervisory support was non-significant, which may have prevented significant mediation.

For the modified model, work/family conflict was found to be a significant predictor of organizational attachment. As work/family conflict decreased, organizational attachment increased. Although this was not an a priori hypothesis there is evidence that suggests this link is important and the current study supports that (Scandura & Lankau, 1997; Frone et al., 1997). Also in the modified model, removing the path from work/family norms to supervisory support provided a better fitting model. The fit of the model was also improved by removing the path from organizational attachment to continuance commitment. Historically, continuance commitment has behaved differently than the other two dimensions of the organizational commitment scale; therefore, it is not unreasonable to remove it.

Implications

Research Implications

The present study is one of the first in the field of work/family research to look at the underlying structure of work/family norms, family-friendly policies, supervisory support, work/family conflict and organizational attachment rather than examining subsets of these variables. A modest fit was found for the hypothesized model and a strong fit was found for the modified model. Using this approach allowed for interrelationships of factors to be examined as well as their relative importance in predicting outcomes. It also allowed for a more comprehensive examination of the constructs and variables in relation to one another as well as the wider spectrum of constructs and variables that were included in the model.

The separation of supervisory support from organizational culture also proved informative, as it allowed for the examination of how it differentially predicted work/family conflict and organizational attachment. This relationship was shown to be important in the prediction of work/family conflict and organizational attachment, more so than organizational norms, further justifying examining the two as separate factors.

Another unique feature of the present study is the family-friendly policies aspect. Past research has uses one or two work/family policies and has not examined the perception of the presence of such policies on outcomes such as work/family conflict and organizational attachment (Fernandez, 1986; Goff & Mount, 1991; Kossek, 1990). The current study, however, not only tapped into a comprehensive list of policies, but it also examined the effects of the perception of these policies on work/family conflict and organizational attachment.

Applied Implications

What the current study tells us about the practice of I/O psychology in dealing with work/family issues is that having an organization that is supportive of work/family issues is important in predicting positive outcomes with and without the presence of family-friendly policies. Having an organizational culture alone that is supportive of work/family concerns leads to positive outcomes, such as reduced work/family conflict and higher organizational attachment, which research has shown may in turn effect other positive outcomes such as increased productivity and job satisfaction, and decreased absenteeism and turnover (Behson, 2001; Jahn et al., 2001; Rosin & Korabik, 1991; Thompson et al., 1999).

Supervisory support was the strongest predictor of these outcomes in the current study which suggests that if supervisors were on board with family-friendly initiatives and were supportive of work/family issues, that the family-friendly policies don't need to be in place initially in order to experience positive outcomes. As Jahn et al. (2001) states,

> By demonstrating that supervisory support is an important variable, organizations can see the value of efforts to sensitize supervisors and managers to the issues that contribute to attaining a balance between work and family lives. Incorporating appropriate topics in training is one avenue. Keeping supervisors informed of policy availability is another. Sensitizing supervisors to the fact that productivity is not always a function of hours at the desk, or perfect attendance records, would also be beneficial toward promoting an environment of support. (p. 17)

Directions for Future Research

Because the relationships outlined in the current study have not been previously looked at collectively, future research should focus on replication. Ideally, the

sample would be employees only, without the possible confound of working students. Future research should also expand the scope of variables studied to include other organizational and individual outcomes. Examples of these outcomes include absenteeism and turnover rates, job performance, job and life satisfaction, stress and work-oriented motivation. These variables are important to consider in an expansion of the existing model because of the documented relationship with work/family conflict (Carlson et al., 2000; Frone et al., 1997; Goff & Mount, 1991; Scandura & Lankau, 1997).

Supervisory support was found to be an important predictor for work/family conflict and organizational attachment in the present study, signifying that future research should further explore its predictive power to other outcomes such as those listed above. It would be beneficial as well to further explore possible antecedents to supervisory support. Although organizational work/family norms did not significantly predict supervisory support in the present study, it should be reexamined. The relationship between supervisory support and benefit utilization also has a place in future research, as there is literature that suggests this relationship is significant. Specifically, employees often

feel more comfortable utilizing family-friendly benefits when they feel they have the support of their supervisor to do so (Solomon, 1994a; Thompson et al., 1999).

The current study considered benefit utilization a dimension of work/family norms, which functioned as a predictor. Benefit utilization, however, may play an important role as both an individual predictor and as an outcome variable due to the impact it has on both employees and organizations. For example, benefit utilization has been shown to be an outcome of work/family organizational culture and is an indicator of how successful family-friendly policies are. Benefit utilization may also be a predictor of work/family conflict, organizational attachment, absenteeism, and turnover (Thompson, et al., 1999). Consequently, future research should consider benefit utilization separate from work/family norms and as an outcome instead of a predictor. Work/family norms, work/family conflict, and supervisory support have all been shown to be related to policy utilization (Thompson et al., 1999).

Limitations

Sampling issues are a prospective limitation of the current study. The sample for the present study was

randomly selected allowing systematic differences to be controlled for. Because of this it doesn't lend itself to comparison and examination of differences between organizations or types of organizations (for example, industry versus service oriented organizations). The current study was unable to investigate potential industry differences in the perception of family-friendly policies, work/family norms and level of work/family conflict. Future research should further explore these differences by collecting data from specific organizations or types of organizations. Organizational differences are expected for several reasons. First, the types of policies offered may differ between types of organizations. For example, a manufacturing firm may have different policies that meet different needs than those offered at a medical or retail based firm. Second, types of organizations may predict differences in attitudes toward balancing work/family issues. An industry-based organization may not consider work/family issues as a legitimate concern, whereas a service-based organization may spend considerable resources toward work/family balance. Third, an interaction between organization type and gender could be present. In an industry-based organization, there is likely to be more men employed, while a service-based

organization would have more of a balance of women and men. These differences could lead to diversity in levels of work/family conflict, importance of balancing work/family issues and organizational work/family norms, leading to the importance of examining organizational differences.

There are other sampling issues that are potentially problematic. First, the majority of the sample was female, and gender differences may affect several variables presented in the present study. Women may utilize benefits differently than men, experience work/family conflict more often, or differently than men, and may be attracted (thus more committed) to organizations that have certain characteristics, such as being family-friendly. Second, because most of the sample had no children, benefit utilization could be affected as well as the perception of family-friendly policies. For employees with no children, what benefits are available to them may be unknown as well as unused. Lastly, the sample was fairly equally split between employees and working students, which may have also affected benefit utilization and perceptions of family-friendly policies. Working students may hold different types of jobs than people who work full time only. Those jobs may not be in organizations that offer

work/family specific benefits, therefore decreasing the perception of the policies and creating an inability to measure benefit utilization. While these differences are not unimportant, the participants' perceptions of family-friendly policies and benefit utilization were not vastly different. See appendix E for tests of mean differences.

Another potential limitation of the present study is the measurement of family-friendly policies. There is no established way to measure family-friendly policies. The measure used in the current study may not be capturing the presence of family-friendly policies across organizations. While the scale used in the current study was acceptable, it's reasonable to believe that improvements can me made. In particular, it's important to consider that policies across organizations may be called different things and that employees' needs are different. Future research may consider the use of subject matter experts such as compensation specialists to create consistency in policy terminology. In response to this limitation, future research should be focused on developing a scale to better gauge family-friendly policies. Developing a measure for family-friendly policies would be useful for the field by allowing researchers to more fully explore the impact

family-friendly polices have on both organizational and individual outcomes.

Conclusion

In conclusion, a unique perspective of work/family conflict is offered by looking at a model such as the one presented in this study. Previous studies have not looked at organizational work/family norms, family-friendly policies, supervisory support, work/family conflict and organizational attachment together and the relationships posited here offer a distinctive contribution to the field of I/O psychology.

The current study also indicates the importance of supervisory support on reducing work/family conflict and increasing organizational attachment. The separation of supervisory support from general organizational work/family culture provides advancement in the understanding of the effect supervisors have on employee outcomes.

Finally, the present study demonstrates how work/family conflict is affected by organizational work/family norms, supervisory support and family-friendly policies. This signifies the importance of considering all

these factors when trying to create a work environment that encourages work/family balance.

APPENDIX A

INSTITUTIONAL REVIEW BOARD

APPROVAL

Human Subjects Review Board
Department of Psychology
California State University,
San Bernardino

To: Lindsay Flye and Mark Agars
From: Jodie Ullman, HSRB chair
Project Title: A structural equation model: Family-Friendly organizational policies, norms, supervisory support, work family conflict and organizational attachment
Project ID: H-02W-23
Date: February 22, 2002

Disposition

Exempt Review recommended based on category 3.

Your IRB proposal is approved and you may begin collecting data. Please make the changes indicated below and return a final version reflecting the changes at your earliest convenience.

This approval is valid until 2/22/03. Please advise me of any changes to your protocol as soon as possible.

Informed Consent: This survey will not doubt take participants longer than 20 minutes. Please change time to 30 minutes.

Debriefing: Remove "confidential" If participant's responses are anonymous they are also anonymous.

Good Luck in Your Research!

APPENDIX B

CONSENT AND DEBRIEFING

The study in which you are participating in is designed to investigate the relationship between work and family. This study is being conducted by Lindsay Flye under the supervision of Dr. Mark Agars, Assistant Professor of Psychology. This study has been approved by the Psychology Department Human Participants Review Board of California State University, San Bernardino. The University requires that you give your consent before participating in a research study.

In this study, you will complete a survey, which will require approximately 30 minutes of your time.

Please be assured that any information you provide will be held in strict confidence by the researchers. At no time will your name or any identification be associated with the information you provide. At the study's conclusion, you may receive a report of the results.

There are no physical or psychological risks for participating in this study.

If you have questions about the study, or would like a report of its results, please contact Dr. Mark Agars at (909) 880-5433. Results will be available after September 1st, 2002.

Please understand that your participation in this research is voluntary and you are free to withdraw at any time during this study without penalty, and to remove any data at any time during this study.

By placing a mark in the space provided below, I acknowledge that I have been informed of, and understand, the nature and purpose of this study, and I freely consent to participate. By this mark I further acknowledge that I am at least 18 years of age.

Give your consent to participate by make a check or 'X' mark here: _____ Today's date is _____

The study you have just completed is designed to investigate the factors that affect work/family conflict. We are interested in learning how individual perceptions of organizational culture, supervisory support, and organizational policies impact work/family conflict and related outcomes such as organizational commitment. It is important to understand how all of these factors relate to each other so that we can better understand what causes and what reduces experiences with work/family conflict. Thank you for your help in studying this issue.

As a reminder, all of the information that you provided is anonymous. No identifying information can be associated with the survey.

If you have any questions or concerns about this study, or you wish to obtain a copy of the results, please contact Dr. Mark Agars at (909) 880-5433. Results of this study will be available in the Fall of 2002.

Thank you again for your participation.

Please detach and keep for your records.

APPENDIX C

SURVEY AND DEMOGRAPHICS

Included in this survey are several items asking you about the organization you work in. Please answer the questions honestly. Thank you for your participation.

	Strongly Agree	Agree	Slightly Agree	Neutral	Slightly Disagree	Disagree	Strongly Disagree
INSTRUCTIONS: Thinking of the company you work for, please indicate the extent to which you agree or disagree with each statement	1	2	3	4	5	6	7
1. In this organization employees can easily balance their work and family lives.	1	2	3	4	5	6	7
2. In this organization it is generally okay to talk about one's family at work.	1	2	3	4	5	6	7
3. Employees are often expected to take work home at night and/or on weekends.	1	2	3	4	5	6	7
4. Employees are regularly expected to put their jobs before their families.	1	2	3	4	5	6	7
5. To turn down a promotion or transfer for family-related reasons will seriously hurt one's career progress in this organization.	1	2	3	4	5	6	7
6. Many employees are resentful when women in this organization take extended leaves to car for newborn or adopted children.	1	2	3	4	5	6	7
7. To get ahead at this organization, employees are expected to work more than 50 hours a week, whether at the workplace or at home.	1	2	3	4	5	6	7
8. To be viewed favorably by top management, employees in this organization must constantly put their jobs ahead of their families or personal lives.	1	2	3	4	5	6	7

	Strongly Agree	Agree	Slightly Agree	Neutral	Slightly Disagree	Disagree	Strongly Disagree
9. In this organization employees who participate in available work-family programs (e.g., job sharing, part-time work) are viewed as less serious about their careers than those who do not participate in these programs.	1	2	3	4	5	6	7
10. Many employees are resentful when men in this organization take extended leaves to car for newborn or adopted children.	1	2	3	4	5	6	7
11. In this organization it is very hard to leave during the workday to take care of personal or family matters.	1	2	3	4	5	6	7
12. This organization encourages employees to set limits on where work stops and home life begins.	1	2	3	4	5	6	7
13. This organization is supportive of employees who want to switch to less demanding jobs for family reasons.	1	2	3	4	5	6	7
14. In this organization employees who use flextime are less likely to advance their careers than those who do not use flextime.	1	2	3	4	5	6	7
15. In this organization employees are encouraged to strike a balance between their work and family lives.	1	2	3	4	5	6	7

	Strongly Agree	Agree	Slightly Agree	Neutral	Slightly Disagree	Disagree	Strongly Disagree
INSTRUCTIONS: Thinking only of your supervisor, please indicate the extent to which you agree or disagree with each statement	1	2	3	4	5	6	7
1. My supervisor strongly considers my goals and values	1	2	3	4	5	6	7
2. My supervisor wants to know if I have any complaints	1	2	3	4	5	6	7
3. Help is available from my supervisor when I have a problem	1	2	3	4	5	6	7
4. My supervisor really cares about my well-being	1	2	3	4	5	6	7
5. My supervisor is willing to help me when I need a special favor	1	2	3	4	5	6	7
6. My supervisor shows a lot of concern for me	1	2	3	4	5	6	7

	Strongly Agree	Agree	Slightly Agree	Neutral	Slightly Disagree	Disagree	Strongly Disagree
INSTRUCTIONS: Please circle the number that best indicates your level of agreement with the following statements	1	2	3	4	5	6	7
1. The demands of my work interfere with my home and family life.	1	2	3	4	5	6	7
2. The amount of time my job takes up makes it difficult to fulfill family responsibilities.	1	2	3	4	5	6	7
3. Things I want to do at home do not get done because of the demands my job puts on me.	1	2	3	4	5	6	7
4. My job produces strain that makes it difficult to fulfill family duties.	1	2	3	4	5	6	7
5. Due to work-related duties, I have to make changes to my plans for family activities.	1	2	3	4	5	6	7
6. The demands of my family or spouse/partner interfere with work-related activities.	1	2	3	4	5	6	7
7. I have to put off doing things because of demands on my time at home.	1	2	3	4	5	6	7
8. Things I want to do at work don't get done because of the demands of my family or spouse/partner.	1	2	3	4	5	6	7
9. My home life interferes with my responsibilities at work such as getting to work on time, accomplishing daily tasks, and working overtime.	1	2	3	4	5	6	7
10. Family-related strain interferes with my ability to perform job-related duties.	1	2	3	4	5	6	7
11. I would be very happy to spend the rest of my career in this organization.	1	2	3	4	5	6	7
12. I enjoy discussing my organization with people outside it.	1	2	3	4	5	6	7

	Strongly Agree	Agree	Slightly Agree	Neutral	Slightly Disagree	Disagree	Strongly Disagree
13. I really feel as if this organization's problems are my own.	1	2	3	4	5	6	7
14. I think I could easily become as attached to another organization as I am to this one.	1	2	3	4	5	6	7
15. I do not feel like "part of the family" at my organization.	1	2	3	4	5	6	7
16. I do not feel "emotionally attached" to this organization.	1	2	3	4	5	6	7
17. This organization has a great deal of personal meaning for me.	1	2	3	4	5	6	7
18. I do not feel a strong sense of belonging to my organization.	1	2	3	4	5	6	7
19. I am not afraid of what might happen if I quite my job without having another one lined up.	1	2	3	4	5	6	7
20. It would be very hard for me to leave my organization right now, even if I wanted to.	1	2	3	4	5	6	7
21. Too much of my life would be disrupted if I decided I wanted to leave my organization right now.	1	2	3	4	5	6	7
22. It wouldn't be too costly for me to leave my organization in the near future.	1	2	3	4	5	6	7
23. Right now, staying with my organization is a matter of necessity as much as desire.	1	2	3	4	5	6	7
24. I believe that I have too few options to consider leaving this organization.	1	2	3	4	5	6	7
25. One of the few consequences of leaving this organization would be the scarcity of available alternatives.	1	2	3	4	5	6	7

	Strongly Agree	Agree	Slightly Agree	Neutral	Slightly Disagree	Disagree	Strongly Disagree
26. One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice; another organization may not match the overall benefits I have here.	1	2	3	4	5	6	7
27. If I had not already put so much of myself into this organization, I might consider working elsewhere.	1	2	3	4	5	6	7
28. I do not feel any obligation to remain with my current employer.	1	2	3	4	5	6	7
29. Even if it were to my advantage, I do not feel it would be right to leave my organization now.	1	2	3	4	5	6	7
30. I would feel guilty if I left my organization now.	1	2	3	4	5	6	7
31. This organization deserves my loyalty.	1	2	3	4	5	6	7
32. I would not leave my organization right now because I have a sense of obligation to the people in it.	1	2	3	4	5	6	7
33. I owe a great deal to my organization.	1	2	3	4	5	6	7
34. I will probably look for a new job next year.	1	2	3	4	5	6	7
35. It is likely that I will actively look for a new job in the next year.	1	2	3	4	5	6	7
36. I often think about quitting.	1	2	3	4	5	6	7
37. I feel comfortable using benefits that help me balance work and family responsibilities.	1	2	3	4	5	6	7
38. I have, or plan to, use benefits meant to help me balance my work and family lives.	1	2	3	4	5	6	7

	Strongly Agree	Agree	Slightly Agree	Neutral	Slightly Disagree	Disagree	Strongly Disagree
39. I feel comfortable using benefits that help me balance work and family responsibilities.	1	2	3	4	5	6	7
40. I have, or plan to, use benefits meant to help me balance my work and family lives.	1	2	3	4	5	6	7

INSTRUCTIONS: Please indicate whether or not the following policies are available in your organization	**Yes**	**No**	**Not Sure**
1. Time off for childbirth and/or adoption and parenting	Yes	No	Not Sure
2. Time off to care for sick family members	Yes	No	Not Sure
3. Time off for dependent care	Yes	No	Not Sure
4. Sick child care	Yes	No	Not Sure
5. Child care resource and referral	Yes	No	Not Sure
6. Elder care resource and referral	Yes	No	Not Sure
7. Employer-sponsored child care on/near worksite	Yes	No	Not Sure
8. Caregiver fairs	Yes	No	Not Sure
9. Part time work	Yes	No	Not Sure
10. Job sharing	Yes	No	Not Sure
11. Telecommuting	Yes	No	Not Sure
12. Flextime	Yes	No	Not Sure
13. Compressed work week	Yes	No	Not Sure
14. Personal leave of absence	Yes	No	Not Sure
15. Employee assistance programs	Yes	No	Not Sure
16. Work-family resource center or support groups	Yes	No	Not Sure
17. Health promotion	Yes	No	Not Sure
18. Training for managers on work-family issues	Yes	No	Not Sure
19. Statement of acknowledging importance of family and personal life	Yes	No	Not Sure

Demographic Information: Below are a few personal questions about you. Please answer honestly, as this information is important to the study you are participating in. The information you provide will be kept anonymous and confidential.

Gender:

_____ Female
_____ Male

Marital Status:

_____ Single _____ Divorced/Separated/Widowed
_____ Married

Number of Children Living at Home:

_____ None _____ 2 _____ 4 or more
_____ 1 _____ 3

Highest Education Level Attained:

_____ High School _____ Master's
_____ Associate's _____ Doctorate
_____ Bachelor's _____ Beyond Doctorate

Personal Income:

_____ Less than $20,000 _____ $51, 000-$65,000
_____ $20,000-$35,000 _____ $66,000-$80,000
_____ $36,000-$50,000 _____ $81,000 and Over

Household Income:

_____ Less than $20,000 _____ $51, 000-$65,000
_____ $20,000-$35,000 _____ $66,000-$80,000
_____ $36,000-$50,000 _____ $81,000 and Over

Number of Hours per week spent on Childcare: _____

Number of hours per week spent on Eldercare: _____

Number of Years at Current Organization: _____

Job Level:

_____ Employee
_____ Middle Management
_____ Upper Management

Number of hours worked per week: _____

APPENDIX D

DEMOGRAPHIC DESCRIPTIVES OF SAMPLE

Demographic Variables: Means and Standard Deviations and Valid Percent

Variable	Mean	SD	Valid Percent
Gender	1.28	.45	Women = 71.6% Men = 28.4%
Marital Status	1.58	.69	Single = 53.4% Married = 35.1% Divorced/Separated/Widowed= 11.5%
# of kids living at home	.65	1.02	0 = 63.9% 1 = 16.6% 2 = 11.5% 3 = 6.4% 4 or more = 1.6%
Education level	1.86	.84	High School = 37.7% Associate's = 43.8% Bachelor's = 14.1% Master's = 3.8% Doctorate = .6%
Personal income	1.93	1.17	Less than $20,000 = 46.6% $20,000-$35,000 = 30.4% $35,000-$50,000 = 13.4% $51,000-$65,000 = 5.1% $66,000-$80,000 = 2.2% $81,000 and above = 2.2%
Household income	3.19	1.69	Less than $20,000 = 18.5% $20,000-$35,000 = 22.7% $35,000-$50,000 = 22.0% $51,000-$65,000 = 9.9% $66,000-$80,000 = 11.8% $81,000 and above = 15.0%
Job level	1.34	.59	Employee = 72.5% Middle management = 21.4% Upper management = 6.1%
Hours spent on childcare/week	4.96	12.83	
Hours spent on eldercare/week	.09	.64	
Tenure	5.31	6.50	
Hours worked per week	35.35	10.75	

APPENDIX E

TESTS OF MEAN DIFFERENCES FOR FAMILY-FRIENDLY POLICIES AND BENEFIT UTILIZATION

Mean Differences: Students vs. Employees on Family-friendly Policies

ANOVA

POLSUM

	Sum of Squares	df	Mean Square	F	
Between Groups	44.052	1	44.052	2.456	.118
Within Groups	5578.401	311	17.937		
Total	5622.454	312			

Mean Differences: Men vs. Women on Family-friendly Policies

ANOVA

POLSUM

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	26.064	1	26.064	1.448	.230
Within Groups	5596.390	311	17.995		
Total	5622.454	312			

Mean Differences: Kids living at home on Family-friendly Policies

ANOVA

POLSUM

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	77.884	4	19.471	1.082	.366
Within Groups	5544.570	308	18.002		
Total	5622.454	312			

Mean Differences: Students vs. Employees on Benefit Utilization

ANOVA

benefit utilization mean

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.189	1	.189	.121	.728
Within Groups	486.425	311	1.564		
Total	486.614	312			

Mean Differences: Men vs. Women on Benefit Utilization

ANOVA

benefit utilization mean

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	1.422	1	1.422	.911	.341
Within Groups	485.192	311	1.560		
Total	486.614	312			

Mean Differences: Number of Children Living at Home on Benefit Utilization

ANOVA

benefit utilization mean

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	3.378	4	.844	.538	.708
Within Groups	483.236	308	1.569		
Total	486.614	312			

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